

THE WAY U.S. FOREIGN POLICY IS MADE UNDER KENNEDY

CPYRGHT

Looking behind the scenes of the Administration . . .

You find a host of changes in methods of making policy.

Old way: Much staff work, many committees, many reports.

New way: Informal, free-wheeling talk among top planners.

A "Tuesday group" just kicks the ball around." But . . .

It's not U. S. policy until President Kennedy makes it so.

People wonder: With a new President and a new team in Washington, who now is shaping the course of U. S. policy in the world? Where do the new ideas come from? How are they made into policy, put into action?

For most of the Eisenhower years, John Foster Dulles as Secretary of State pushed foreign policy with a strong hand. Then Christian A. Herter continued the Dulles policies. President Kennedy is bringing change.

Are today's policies those of the President alone? Or is Dean Rusk, the new Secretary of State, running the show much as John Foster Dulles did?

Answers to these and other questions are sought by "U.S. News & World Report" from those on the inside. In that follows, you get the result. The quoted answers came from a number of top officials who prefer to remain anonymous.

Kennedy decides. "In this Administration, one thing is clear-cut: President Kennedy is the boss. He makes the decisions of importance, not secretaries or subordinates. All of us, from the top Cabinet members down the line, have known that from the start.

"The President does not believe that government can be run successfully by organizing it into a lot of compartments, hermetically sealed. Ideas and proposals on foreign policy, as an example, crop up from all sides in a process which the White House group calls 'cross-fertilization.'

"The fact that Dean Rusk is Secretary of State does not stop key officials, such as McGeorge Bundy, Walt W. Rostow, Paul

Nitze, Adlai Stevenson and others from turning out ideas and suggestions as well.

"Yet the final decision is the President's. President Kennedy, at least up to the present, has reserved for himself the right to make major pronouncements in the foreign field. There is no reason to think that there will be a change in this policy. Secretary Rusk regards this as a sensible and logical way to operate, and he has no desire to have it changed."

Instead of councils: men. "It might seem that McGeorge Bundy, who is the

"When we get together we discuss and argue about many things, but there has not been important disagreement."

The Tuesday group. "How is policy made? Well, I'd say policy is talked out and planned, and therefore made, by a group of from six to 10 men who work together easily and informally, talking over policy ideas and kicking the ball around."

"Who are they? Essentially they are the following:

"McGeorge Bundy, in the White House, is the nearest thing to a top aide



—USN&WR Photo

PATTERN FOR DECISIONS. Says a top official: "It is through Rusk, the Secretary of State, that policy flows up to the President and back again for execution."

cial assistant to the President in the field of national security, and Walt W. Rostow, his deputy, might get in the way of Rusk, the Secretary of State. It is not working out that way at all.

"By moving in to take the place of the whole enormous complex of councils, boards and committees which, in the past, complicated life for the State Department under President Eisenhower, these two officials have streamlined the position of the State Department in the White House."

"There is a close working relationship between the President and the Secretary of State. The President is very much involved in the process, and the Secretary of State is very much involved in the process. They are working together to make sure that the President's policies are carried out."

to the President on matters of world policy. He is a former Harvard dean, a doer, a man of action.

Walt Rostow works with Bundy in the White House. He is an economic historian, a thinker. These two, Bundy and Rostow, are the key White House men.

Over at State, the key man of the group is George McGhee. He is Assistant Secretary of State for Policy Planning, and U. Alexis Johnson, the new Deputy Secretary of State for Political Affairs, at State will be moving into the group from the State Department. He has been the U. S. ambassador to the United Kingdom.

Other key men are Paul Nitze, an assistant secretary, and William W. Sullivan, the brother of McGeorge Bundy. They are working together to make sure that the President's policies are carried out."

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